

May 11, 2011

VIA ECFS

Marlene H. Dortch, Esq.
Secretary
Federal Communications Commission
Office of the Secretary
445 Twelfth Street, S.W., Room TW-A325
Washington, D.C. 20554

Re: ***In re Applications of AT&T Inc. & Deutsche Telekom AG for Consent to Assign or Transfer Control of Licenses & Authorizations, WT Dkt No. 11-65 – Objection to Disclosure of Stamped Confidential Documents, Stamped Highly Confidential Documents, NRUF and LNP Data, and Other Confidential and Highly Confidential Information to Michael S. Flaherty, Shailahb Atal, and Daniel Hays***

Dear Ms. Dortch:

Pursuant to the Protective Orders for the AT&T/T-Mobile USA proceeding,¹ AT&T Inc. (“AT&T”), Deutsche Telekom AG (“Deutsche Telekom”), and T-Mobile USA, Inc. (“T-Mobile”; collectively with AT&T and Deutsche Telekom, “Applicants”) object to the Acknowledgments of Confidentiality (“Acknowledgments”) filed in the above-referenced docket on May 6, 2011 on behalf of Michael S. Flaherty, Manager; Shailahb Atal, Principal; and Daniel Hays, Director, (collectively, “Management Consultants”) of PRTM Management Consultants (“PRTM”).² Management Consultants are represented to be Outside Consultants³ to Sprint Nextel Corporation (“Sprint”). To date, Applicants have notified Sprint’s counsel that Applicants have cleared 21 Outside Counsel (including non-attorney staff) and 20 Outside Consultants across Sprint’s multiple law firms and consulting groups. Thus, out of the 44 sets of Acknowledgments

¹ *In re Applications of AT&T Inc. & Deutsche Telekom AG for Consent to Assign or Transfer Control of Licenses & Authorizations*, WT Dkt No. 11-65, Second Protective Order, DA 11-753 (WTB rel. Apr. 27, 2011); *In re Applications of AT&T Inc. & Deutsche Telekom AG for Consent to Assign or Transfer Control of Licenses & Authorizations*, WT Dkt No. 11-65, NRUF/LNP Protective Order, DA 11-711 (WTB rel. Apr. 18, 2011); *In re Applications of AT&T Inc. & Deutsche Telekom AG for Consent to Assign or Transfer Control of Licenses & Authorizations*, WT Dkt No. 11-65, Protective Order, DA 11-674 (WTB rel. Apr. 14, 2011) (collectively, “Protective Orders”).

² See Letter from Regina M. Keeney, Lawler, Metzger, Keeney & Logan, LLC, to Marlene H. Dortch, Esq. (May 6, 2011).

³ Undefined capitalized terms have the meanings supplied in the Protective Orders.

filed on behalf of Sprint's Outside Counsel and Outside Consultants, Applicants have objected to only three. Applicants object to Management Consultants for the simple reason that they are engaged in Competitive Decision-Making and, thus, are ineligible to access Confidential and Highly Confidential Information (including NRUF/LNP Confidential Information) under the Protective Orders.

As Outside Consultants, Management Consultants may not be "involved in Competitive Decision-Making."⁴ The Protective Orders state that "'Competitive Decision-Making' means that a person's activities, association, or relationship with *any of its clients* involve advice about or participation in the relevant business decisions or the analysis underlying the relevant business decisions of the client in competition with or a business relationship with the Submitting Party."⁵

Yet, that is precisely what Management Consultants do. "PRTM's focus is helping companies find new and innovative ways to operate to achieve strategic advantage."⁶ According to its website, "PRTM's telecom consulting teams have deep experience in both mature and emerging telecom markets. Our value-chain approach and global experience enable us to deliver bottom-line results."⁷

In addition, the company markets itself as follows:

- "Since 1976, PRTM has created a competitive advantage for its clients by changing the way companies operate. PRTM management consultants work with senior executives to develop and implement innovative operational strategies that deliver breakthrough results. The firm is a leader in operational strategy, supply chain, product development, and customer value management."⁸
- "Strategic Consulting Services for Innovation Management: In the quest for business leadership, companies face a host of unprecedented challenges: slower adoption of new products, drastically reduced access to capital, increased commoditization of numerous technology offerings, and the emergence of nimble new competitors. For some companies, the existing business model is no longer sustainable. *That's where PRTM comes in. Since our founding in 1976, we have*

⁴ Second Protective Order ¶ 2; NRUF/LNP Protective Order ¶ 4; Protective Order ¶ 2.

⁵ Second Protective Order ¶ 2 (emphasis added); NRUF/LNP Protective Order ¶ 4 (emphasis added); Protective Order ¶ 2. (emphasis added).

⁶ Exhibit A. All exhibits are printouts made on May 11, 2011 from PRTM's website, <http://www.prtm.com/>. More specific URL addresses are provided when helpful.

⁷ Exhibit B.

⁸ Exhibit C.

*been helping organizations strategically innovate their operations to drive lasting competitive advantage.”*⁹

- *“PRTM’s focus is helping companies find new and innovative ways to operate to achieve strategic advantage. Our clients depend on it. PRTM has followed one, single principle since our founding in 1976: to make a lasting difference for our clients. Our management consultants get results by working relentlessly and passionately as a global team—partnering with senior executives to create and execute innovative operational strategies that deliver top-line growth, maximum earnings, and peak valuation.”*¹⁰
- *“Our firm offers insight into transforming the very way your company operates. We create a competitive advantage by living and breathing your business, your operations, and your ecosystem. What does this mean? At PRTM, our management consultants look at the big picture: Our focus spans your entire value network, including customers, investors, suppliers, regulators, and key stakeholders. We dig deeper and farther, beyond the obvious, with a proven combination of the latest strategic thinking, experience across a broad array of market segments, and a team of experts collaborating around the world.”*¹¹
- *“PRTM’s operational strategy consulting helps our clients achieve superior business results. We are also a leader in global supply chain management, product and service development, and customer value management—the operational areas that allow a company to execute its business strategy flawlessly. In fact, over the last decade, PRTM management consulting engagements have represented a total ROI of more than 200:1—resulting in more than \$300 billion in value creation for clients.”*¹²
- *“Companies that rewrite the rules put themselves on the map and achieve unprecedented performance. PRTM’s forward-thinking management consultants create operational strategies that provide companies with competitive advantage.”*¹³
- *“You want to win, making the headlines not just in your industry, but across the entire ecosystem in which you compete. PRTM’s management consultants know*

⁹ Exhibit D (emphasis added).

¹⁰ Exhibit A (emphasis added).

¹¹ *Id.* (emphasis added).

¹² *Id.* (emphasis added).

¹³ Exhibit E (emphasis added).

*how to define and shape your operational strategy to give you a competitive advantage so you hit the mark in your industry—and beyond.”*¹⁴

- “That’s because innovation is truly defined where your business operates: on the factory floor, on retail shelves, in distribution centers, in customer care centers, and in labs and engineering centers. And that’s what makes PRTM different. We don’t just rattle off empty buzzwords. We follow through—putting strategies into action. Let PRTM help you refine, transform, and change your operations with breakthrough innovations that yield dramatically improved results.”¹⁵

The biographies of Messrs. Atal and Hays highlight how they advise on and participate in the business decisions of their service provider, equipment manufacturer, technology, and media clients:¹⁶

- “Shailabh Atal is a Principal in the Services, Electronics & Software business group at PRTM. Atal has over 10 years of experience working with service providers, equipment manufacturers, and high-technology companies across various geographies – Americas, Europe, Asia, Middle East and Africa. *His experience focuses on business and operational strategy and turnaround, complex program execution, and process re-engineering.*”¹⁷
- “Dan Hays is a director in the Services, Electronics & Software business group at PRTM. Dan works with service providers, equipment manufacturers, software companies, and media firms worldwide. *His experience focuses on business and operational strategy, product development management, operational improvement, and organizational effectiveness.*”¹⁸

¹⁴ Exhibit F (emphasis added).

¹⁵ *PRTM Management Consulting*, Firm Brochure, at 2, http://www.prtm.com/uploadedFiles/Our_Firm/Background/PRTM_brochure.pdf?n=5799 (last visited May 11, 2011) (Exhibit G).

¹⁶ We were unable to locate a biography for Mr. Flaherty. But, given the generally applicable descriptions of PRTM’s work that are plastered all over its website, Applicants have no reason to believe that Mr. Flaherty is any less involved in Competitive Decision-Making.

¹⁷ PRTM Featured Blog: Tech & Telecom Blog, Author Information, <http://www.prtm.com/Blog.aspx?blogauthor=Shailabh%20Atal&id=3916&langtype=1033> (last visited May 11, 2011) (Exhibit H).

¹⁸ PRTM Featured Blog: Tech & Telecom Blog, Author Information, <http://www.prtm.com/Blog.aspx?blogauthor=Dan%20Hays&id=3916&langtype=1033> (last visited May 11, 2011) (Exhibit I).

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These excerpts from PRTM's website leave no doubt that Management Consultants are engaged in Competitive Decision-Making. Knowledge of the business plans, finances, subscriber information, and other Confidential and Highly Confidential Information of Applicants – and other carriers to whose NRUF/LNP Confidential Information Management Consultants also seek access – would unfairly advantage PRTM's clients at the expense of Applicants, other carriers, and the public interest in fair competition.

For these reasons, Applicants object to Management Consultants' Acknowledgments of Confidentiality and respectfully ask the Commission to dismiss or deny them.

Respectfully submitted,

/s/ Peter J. Schildkraut
Peter J. Schildkraut
Arnold & Porter LLP
555 Twelfth Street, N.W.
Washington, D.C. 20004
202-942-5634

Counsel for AT&T Inc.

/s/ Nancy J. Victory
Nancy J. Victory
Wiley Rein LLP
1776 K Street, N.W.
Washington, D.C. 20006
202-719-7344

Counsel for Deutsche Telekom AG
and T-Mobile USA, Inc.

Attachments

cc: Attached Service List

EXHIBIT A

Overview

We Relentlessly Pursue Results

PRTM's focus is helping companies find new and innovative ways to operate to achieve strategic advantage. Our clients depend on it.

PRTM has followed one, single principle since our founding in 1976: to make a lasting difference for our clients. Our management consultants get results by working relentlessly and passionately as a global team—partnering with senior executives to create and execute innovative operational strategies that deliver top-line growth, maximum earnings, and peak valuation.

Our firm offers insight into transforming the very way your company operates. We create a competitive advantage by living and breathing your business, your operations, and your ecosystem. What does this mean? At PRTM, our management consultants look at the big picture: Our focus spans your entire value network, including customers, investors, suppliers, regulators, and key stakeholders. We dig deeper and farther, beyond the obvious, with a proven combination of the latest strategic thinking, experience across a broad array of market segments, and a team of experts collaborating around the world.

PRTM's **operational strategy consulting** helps our clients achieve superior business results. We are also a leader in global **supply chain management**, **product and service development**, and **customer value management**—the operational areas that allow a company to execute its business strategy flawlessly. In fact, over the last decade, PRTM management consulting engagements have represented a total ROI of more than 200:1—resulting in more than \$300 billion in value creation for clients.

Our management consulting teams serve major industry and public sectors from 19 locations worldwide. To learn more about our management consulting services, contact us at info@prtm.com.

Read PRTM overview in another language:

Danish | Dutch | Finnish | French | Hindi
Italian | Korean | Marathi | Norwegian | Polish | Portuguese
Russian | Spanish | Swedish | Taiwanese | Turkish

See also PRTM's web sites in Chinese | German | Japanese

RELATED CONTENT

[Firm Brochure](#)

EXHIBIT B

PRTM**Management Consultants**[THOUGHT LEADERSHIP](#)[EXPERTISE](#)[OUR FIRM](#)[CAREERS](#)[Expertise / Industry Sectors / Telecommunications](#)**Industry Sectors**

[Aerospace & Defense](#)
[Automotive](#)
[Chemicals & Process Industries](#)
[Consumer Goods & Retail](#)
[Electronics](#)
[Energy](#)
[Health Care](#)
[Industrial](#)
[Private Equity](#)
[Public Sector](#)
[Software](#)

Telecommunications**Capabilities****Services****Performance Measurement****Industry Sectors****Telecommunications**

In developed and developing markets alike, telecommunication service providers are under pressure to drive profitability and growth while staying relevant to customer needs.

After a wave of solid market growth, service providers in mature markets are finding it increasingly difficult to retain customers and maintain market leadership. Meanwhile, in emerging markets, opportunity abounds, as leading providers benefit from increased deregulation and attention from investors.

No matter the market, customers demand seamless, reliable, and ubiquitous communications—at the lowest possible cost. These users are pushing telecommunications companies to introduce **inventive operating models** and deliver innovative offerings.

Your path forward

To meet these demands, service providers must revisit their business and operational models:

Providers in mature markets must reduce costs while managing the advent of next-generation technologies and the new services critical to differentiation.

Providers in emerging markets must expand their offerings and enter new market segments while acquiring more mature practices in **product and service development**, network deployment, service operations, and **supply chain management**.

How we can help

PRTM's telecom consulting teams have deep experience in both mature and emerging telecom markets. Our value-chain approach and global experience enable us to deliver bottom-line results.

For more information about our telecom consulting services, please contact us at info@prtm.com.

POINT OF VIEW

"PRTM's wireless practice is one of the best in the industry. They have a genuine strategic view of the wireless space, and a very strong team of professionals to support their clients."

Ian Sugarbroad
President and CEO, LGC
Wireless

ARTICLES & CASE STUDIES**Android—Friend or Foe?****The 3G/4G Business Case for Emerging Markets****Read More Articles & Perspectives****Read PRTM's Tech & Telecom Blog**

EXHIBIT C

PRTM**Management Consultants**[THOUGHT LEADERSHIP](#)[EXPERTISE](#)[OUR FIRM](#)[CAREERS](#)[Our Firm / Newsroom / Press Kit](#)[Overview](#)[Values & Culture](#)[Leadership](#)[Newsroom](#)[In the News](#)[Press Releases](#)[Press Kit](#)[Worldwide Media Contacts](#)[Events](#)[Alumni](#)[Locations](#)[Contact Us](#)

Press Kit

Information About PRTM

About PRTM

Since 1976, PRTM has created a competitive advantage for its clients by changing the way companies operate. PRTM management consultants work with senior executives to develop and implement innovative operational strategies that deliver breakthrough results. The firm is a leader in operational strategy, supply chain, product development, and customer value management. PRTM has 19 offices worldwide and serves major industry and global public sectors.

Staff and Locations

PRTM has over 600 consultants based in **locations** across North America, Europe, the Middle East, and Asia.

Capabilities

We help our clients develop operational strategies for:

- Acquisitions and alliances
- Asset utilization
- Breakthrough products
- Cost structure
- Customer loyalty
- Global presence
- Operational clockspeed
- Organizational change
- Regulatory change
- Sustainability
- Top-line growth

Practice Focus

Our core practice areas are:

- Operational strategy
- Product innovation
- Supply chain innovation
- Customer experience innovation
- Enterprise co-creation

Industry Sectors We Serve

- Aerospace and defense
- Automotive
- Chemicals and process industries
- Consumer goods and retail
- Electronics

Energy and utilities
Financial services
Health Care
Industrial
Private equity
Public sector
Software
Telecommunications

EXHIBIT D

PRTM**Management Consultants**[THOUGHT LEADERSHIP](#)[EXPERTISE](#)[OUR FIRM](#)[CAREERS](#)[Expertise / Services](#)**Industry Sectors****Capabilities****Services**

Operational Strategy
Product & Service Innovation
Supply Chain Innovation
Customer Experience
Innovation
Enterprise Co-Creation

**Performance
Measurement****Services****Strategic Consulting Services for
Innovation Management****Companies are facing the most challenging market in
history**

In the quest for business leadership, companies face a host of unprecedented challenges: slower adoption of new products, drastically reduced access to capital, increased commoditization of numerous technology offerings, and the emergence of nimble new competitors. For some companies, the existing business model is no longer sustainable. That's where PRTM comes in. Since our founding in 1976, we have been helping organizations strategically innovate their operations to drive lasting competitive advantage.

PRTM management consultants provide these services

Operational Strategy
Product & Service Innovation
Supply Chain Innovation
Customer Experience Innovation
Enterprise Co-Creation

For more information about optimizing your business operations, please contact us at info@prtm.com.

ARTICLES & CASE STUDIES

**Arrow Electronics Drives
Competitive Advantage and
Growth**

**Getting Off the Roller
Coaster**

**How FedEx Uses Insight and
Invention to Innovate**

**Innovation: A Survival
Handbook**

EXHIBIT E

PRTM**Management Consultants**[THOUGHT LEADERSHIP](#)[EXPERTISE](#)[OUR FIRM](#)[CAREERS](#)[Expertise / Capabilities](#)**Industry Sectors****Capabilities**

[Acquisitions & Alliances](#)
[Asset Utilization](#)
[Breakthrough Products](#)
[Cost Structure](#)
[Customer Loyalty](#)
[Global Presence](#)
[Operational Clockspeed](#)
[Organizational Change](#)
[Regulatory Change](#)
[Sustainability](#)
[Top-Line Growth](#)

Services

[Performance](#)
[Measurement](#)

Capabilities**Industry Leaders Use Operational Management to Create Off-the-Charts Performance**

Companies that rewrite the rules put themselves on the map and achieve unprecedented performance. PRTM's forward-thinking management consultants create operational strategies that provide companies with competitive advantage.

PRTM Offers Our Clients a Wide Range of Capabilities in These Areas

[Acquisitions & Alliances](#)
[Asset Utilization](#)
[Breakthrough Products](#)
[Cost Structure](#)
[Customer Loyalty](#)
[Global Presence](#)
[Operational Clockspeed](#)
[Organizational Change](#)
[Regulatory Change](#)
[Sustainability](#)
[Top-Line Growth](#)

Related Services**ARTICLES & CASE STUDIES**

[Arrow Electronics Drives Competitive Advantage and Growth](#)

[Guiding Global Growth](#)

[How FedEx Uses Insight and Invention to Innovate](#)

[Report by Economist Intelligence Unit—Global Disruptors: Steering through the Storms](#)

EXHIBIT F

PRTM**Management Consultants**[THOUGHT LEADERSHIP](#)[EXPERTISE](#)[OUR FIRM](#)[CAREERS](#)**Expertise / Industry Sectors****Industry Sectors**

Aerospace & Defense
Automotive
Chemicals & Process
Industries
Consumer Goods & Retail
Electronics
Energy
Health Care
Industrial
Private Equity
Public Sector
Software
Telecommunications

Capabilities**Services****Performance
Measurement****Industry Sectors****Make Headlines Through Innovation
Management**

You want to win, making the headlines not just in your industry, but across the entire ecosystem in which you compete. PRTM's management consultants know how to define and shape your operational strategy to give you a competitive advantage so you hit the mark in your industry—and beyond.

PRTM's Management Consultants Serve These Industry Sectors

Aerospace & Defense
Automotive
Chemicals & Process Industries
Consumer Goods & Retail
Electronics
Energy
Health Care
Industrial
Private Equity
Public Sector
Software
Telecommunications

ARTICLES & CASE STUDIES

**New Operational Strategy
Helps Uncover \$600 Million
in Savings**

**Innovation: A Survival
Handbook**

Taming Turbulence

EXHIBIT G



PRTM

By Any Definition, **PRTM** is Where Innovation Operates

Innovation – it's the lofty-sounding word on the lips of virtually every CEO today. But the real definition of innovation can't be found in boardrooms. You can't find it on white boards. You can't find it in reports. That's because innovation is truly defined *where your business operates*: on the factory floor, on retail shelves, in distribution centers, in customer care centers, and in labs and engineering centers.

And that's what makes PRTM different. We don't just rattle off empty buzzwords. We follow through—putting strategies into action. Let PRTM help you refine, transform, and change your operations with breakthrough innovations that yield dramatically improved results.

PRTM / purpose

PRTM *n.* 1. A team of hands-on experts in operational strategy
2. Seasoned consultants who help clients implement transformational ideas that achieve demonstrable measurable, meaningful results
—*v.* To collaborate with clients to create and execute operational strategies that result in game-changing operational innovations
See also: Foresight, Ingenuity, Perspective, Results



PRTM is Foresight

{ Operational Strategy is Corporate Strategy }

Face it: Sooner or later, dynamic businesses in dynamic industries encounter decisive inflection points. Market opportunities—or competitive threats—emerge. Change happens. Of course, most CEOs can identify those change points. What separates the winners from the losers is the *foresight* to see beyond the horizon, anticipate change, and implement game-changing operational strategies that tangibly move your business to entirely new levels of success.

Our clients aren't content to merely respond to change. They want to take charge by proactively creating operational innovations—sustainable, fundamental shifts in how they operate—that challenge conventional wisdom and transform their business. Operational innovations drive the measurable results that CEOs care most about: EBITDA, shareholder value, market share, customer experiences, productivity, time to market, and quality.

\$300
BILLION

in VALUE CREATION

{ In the last decade, PRTM consultants have helped clients respond to opportunities that drive dramatic revenue increases and breakthrough cost reductions. *Collectively, these engagements represent a total ROI of more than 200:1.* }

PRTM MARKETS

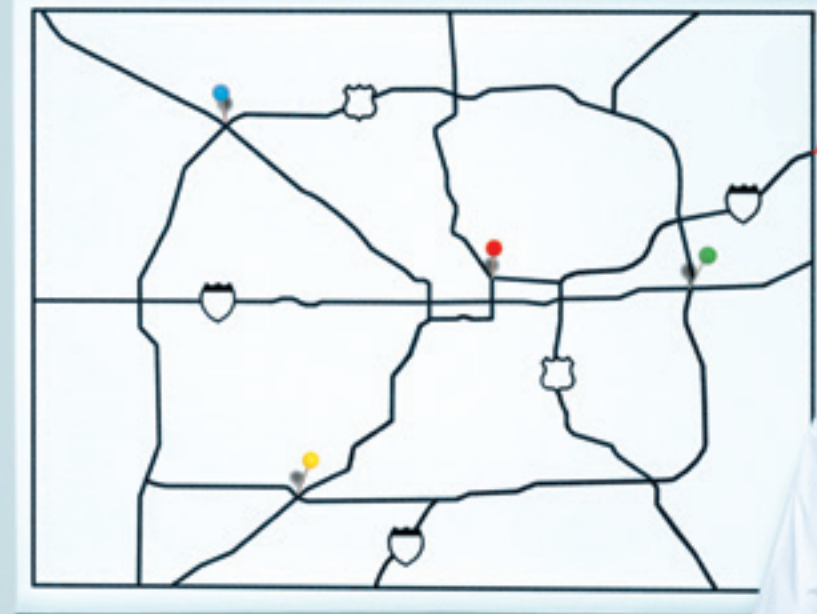
AEROSPACE & DEFENSE
AUTOMOTIVE
CHEMICALS & PROCESS INDUSTRIES
COMMUNICATIONS & MEDIA
CONSUMER GOODS
ELECTRONICS & COMPUTING
ENERGY
FINANCIAL SERVICES
GOVERNMENT
INDUSTRIAL
LIFE SCIENCES & HEALTHCARE
PUBLIC SECTOR
SOFTWARE

PRTM is Perspective

Too many consulting firms are in a great rush to stress their “expertise in your industry.” Sure, at first glance, that might sound relevant. But at PRTM, we approach things from a different perspective to give you a wider, more holistic view. We recognize that, just as no man is an island, no company exists in isolation. More than ever, companies operate in virtual “ecosystems”—value chains of complementary partners, suppliers, regulators, investors, and other stakeholders.

PRTM brings a fuller, deeper understanding of the forces and challenges you face; recognizing the impact to and from the wider value chain extending outside your walls, outside your industry category, and into the broader market sector. We give you a new perspective to see and respond to the intersections of the different ecosystem players. That’s one way PRTM helps you achieve meaningful, sustainable breakthroughs.

Thinking Globally across the Value Chain



360°

ENGAGEMENT

PRTM applies its unique expertise to a full range of fundamental management challenges: innovation, customer value, and profitability. *This vision enables our clients to achieve and sustain measurable operational growth.*



1

GLOBAL PRESENCE

PRTM assembles diverse teams from across the globe that thoroughly recognize the critical forces driving today's global ecosystems.



{ The Know-How to Make Innovation Happen }

PRTM is Ingenuity

It's an understandable instinct: The typical consulting firm rushes to zero in on "marketing problems," "sales problems," or "manufacturing problems." Unfortunately, the world isn't segmented quite that neatly—and your business shouldn't be either. Companies face pan-business challenges that impact end-to-end processes that reach across artificial department barriers.

Underpinning every PRTM engagement is one simple but powerful principle: The way your company operates—the way you *implement* and *execute* your corporate strategy—is the path toward creating sustainable business advantage. This understanding—knowing *how* to do what needs to be done—is in PRTM's corporate DNA,

infusing and inspiring every client engagement. At PRTM, we apply uncommon ingenuity to devise and implement innovative operational strategies that address the *entire* challenge across your company.

So, for example, while a product-quality issue traditionally implies transforming a manufacturing process, we see—and show you—how it also affects other areas of your company: from purchasing raw materials and product design to customer service, organizational structure, and corporate accountability.

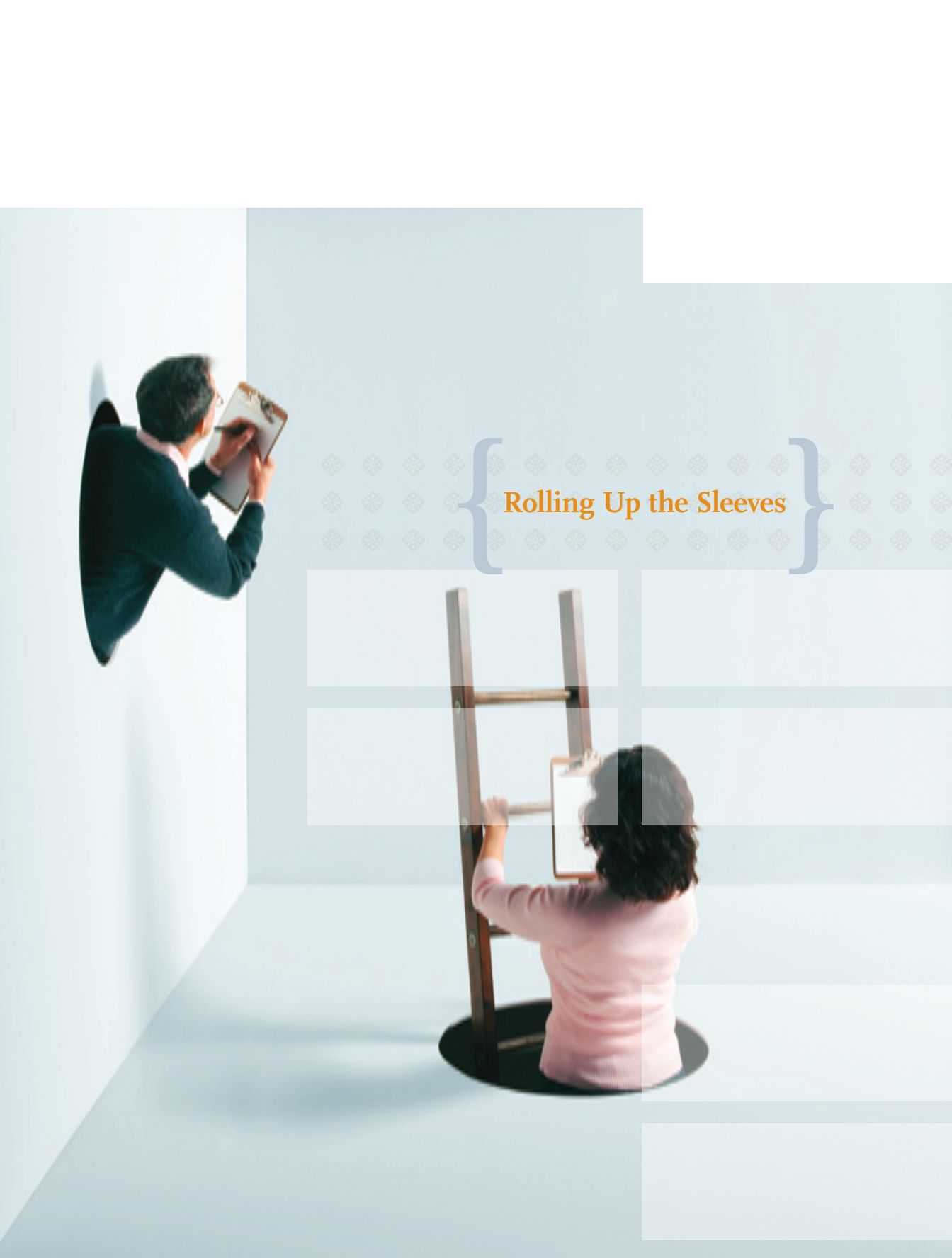
1^{TO}1

PRTM partners work alongside staff consultants and clients. You're always working with an owner. The benefit:
a blend of accountability, experience, and cost-effectiveness.

PRTM CONSULTANTS POSSESS A
REMARKABLY DIVERSE COLLECTION OF
INDUSTRY BACKGROUNDS AND EXPERIENCES.

.....

ADMIRAL
BIOCHEMIST
CERTIFIED PUBLIC ACCOUNTANT
CHIEF OF STAFF
ENGINEER
ENTREPRENEUR
FINANCIAL ANALYST
LAWYER
PATENT HOLDER
PHYSICIAN
PROFESSOR
SCIENTIST



{ Rolling Up the Sleeves }

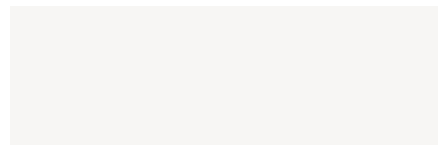


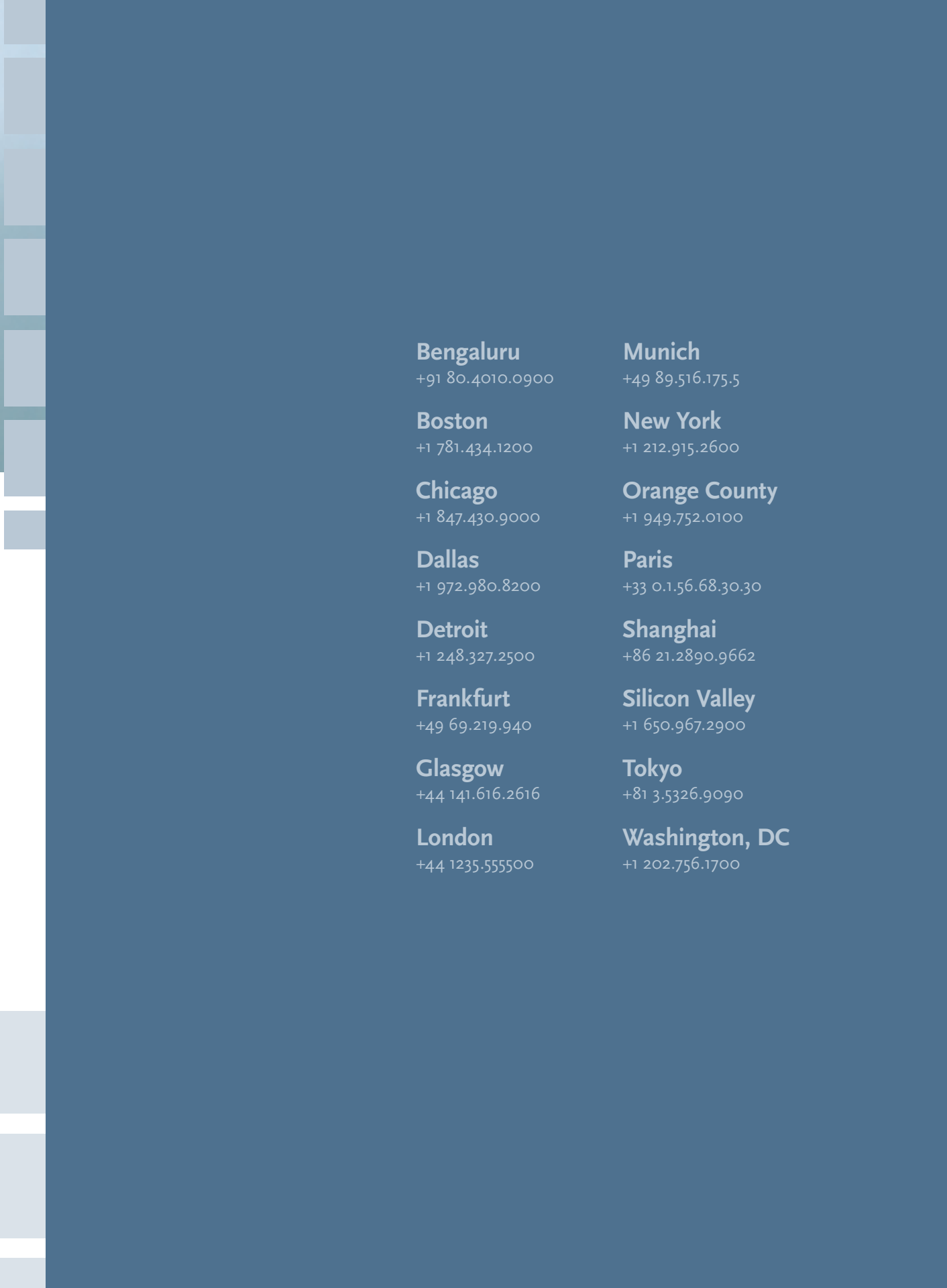
PRTM is Immersed

It's the quiet secret that most consulting firms don't want to admit: All the flow charts, diagrams, schedules, matrices, methodologies, and frameworks in the world won't move the needle one bit. It takes much more: a passionate commitment to roll up the sleeves and get actively involved alongside your team to implement your operational strategy.

Traditional management consultants look at the big picture—and stop. PRTM keeps drilling right down to the nitty-gritty details that make the differ-

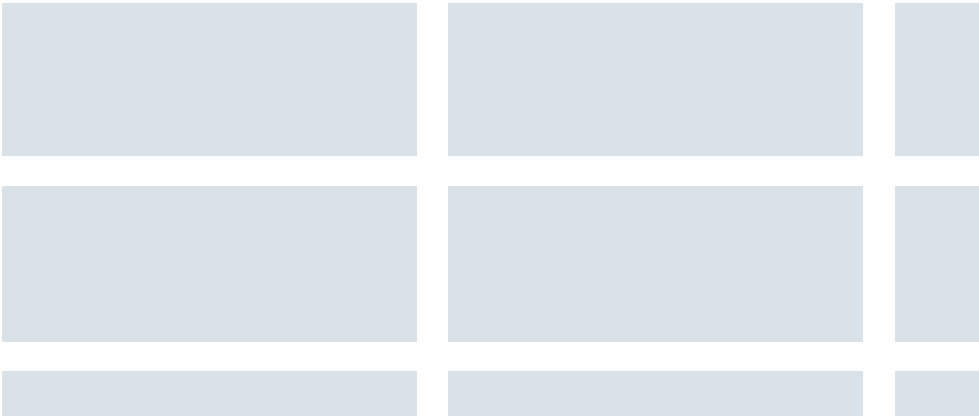
ence between success and failure. Our teams have one of the industry's lowest ratios of consultants to partners—on average 4:1—emphasizing a collaborative approach that marshals the resources of our firm with the active involvement of our seasoned firm owners. We work on-site as part of the team alongside your employees, helping you bring your business to entirely new levels of success—without the egos and the attitude.





PRTM is Results

What does it all mean to you—and what really matters? Ultimately, the only way to judge a consulting firm is on the meaningful and measurable results it achieves for your business. That’s where PRTM shines. We help you break out of old paradigms, outdated processes, and confining assumptions to collaboratively transform how your business operates—with foresight, perspective, ingenuity, and deep commitment. If your business requires a response to change—or if you want to *seize new opportunities*—let PRTM help you turn your operations into a competitive advantage.



Bengaluru

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Boston

+1 781.434.1200

Chicago

+1 847.430.9000

Dallas

+1 972.980.8200

Detroit

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Frankfurt

+49 69.219.940

Glasgow

+44 141.616.2616

London

+44 1235.555500

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+49 89.516.175.5

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Shanghai

+86 21.2890.9662

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+1 650.967.2900

Tokyo

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Washington, DC

+1 202.756.1700

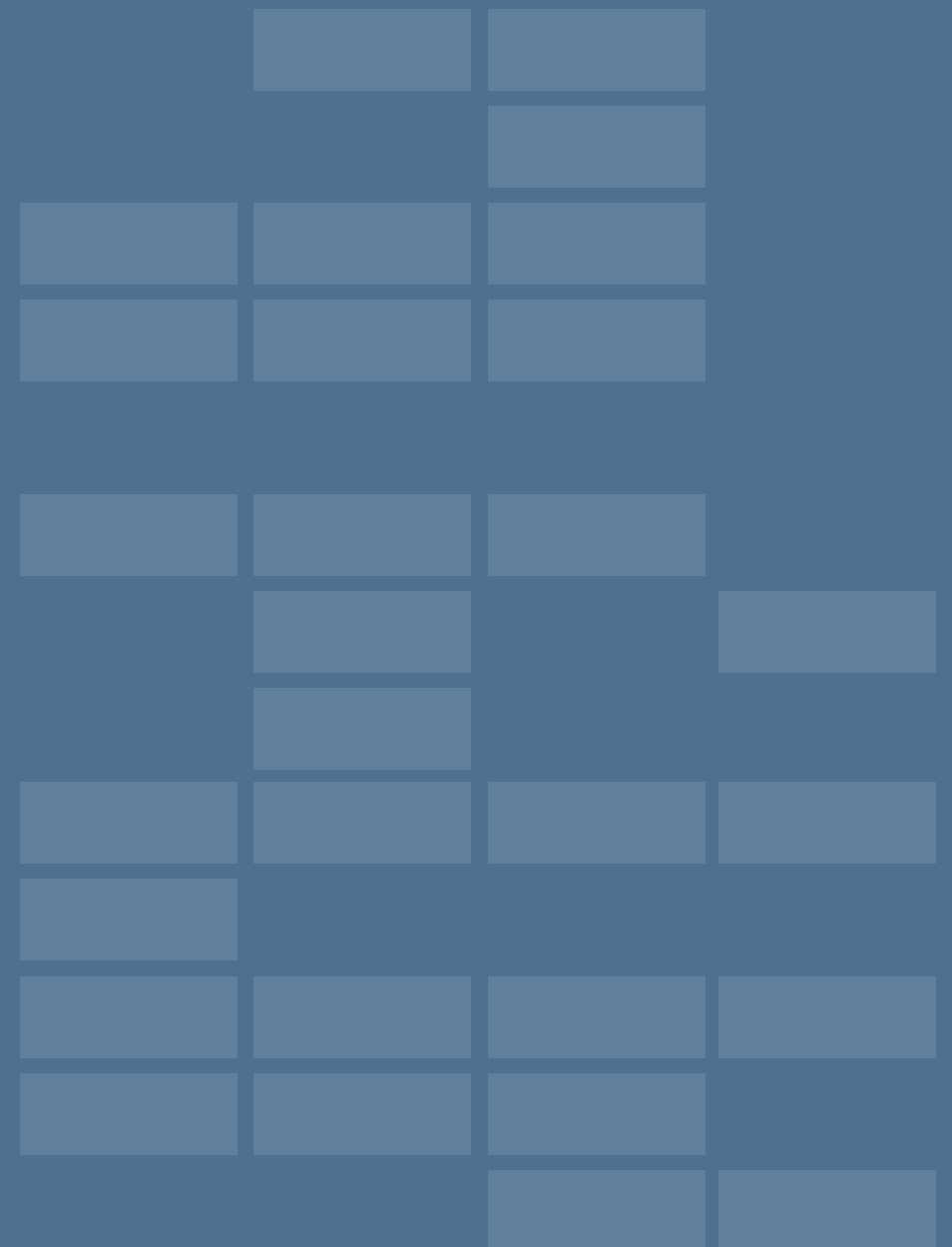


EXHIBIT H



PRTM

Management Consultants

THOUGHT LEADERSHIP

EXPERTISE

OUR FIRM

CAREERS

Thought Leadership / Featured Blog: Tech & Telecom



AUTHOR INFORMATION

Shilabh Atal



Shilabh Atal is a Principal in the Services, Electronics & Software business group at PRTM. Atal has over 10 years of experience working with service providers, equipment manufacturers, and high-technology companies across various geographies – Americas, Europe, Asia, Middle East and Africa. His experience focuses on business and operational strategy and turnaround, complex program execution, and process re-engineering. Prior to joining PRTM, Atal led the development of various telecommunications and wireless products for Lucent Technologies while working at Wipro Technologies and Lightbridge (now a unit of Visa). Atal holds an Electronics and Communications degree from Netaji Subhas Institute of Technology at the University of Delhi, India, and an MBA from the Ross School of Business at the University of Michigan. He can be reached at satal@prtm.com.

AUTHOR'S MOST RECENT POSTS

Mar 08, 2011

Why 4G Fails to Attract Consumers

Verizon's 4G LTE network—which promises broadband data speed over a wireless connection— was launched with much fanfare in the United States, but hasn't yet caught on with customers. Clearwire's 4G WiMAX network similarly has proved unsuccessful in moving consumers toward mass adoption of 4G. Why have these networks failed to excite analysts and consumers? Consumers are confused by the plethora of "Gs." 3G, 4G, WiMAX, HSPA+— these often poorly-defined network technology acronyms are not resonating with the mass market. Consumers care less about the acronym and more about the experience. Telecom industry executives seem to understand that; otherwise...

Questions? Contact Shailabh Atal, PRTM Principal, at satal@prtm.com

Blog Home

ABOUT THIS BLOG

PRTM consultants share their views on the latest operational innovations in the high-tech and telecommunications industry.

[SUBSCRIBE TO THIS BLOG](#)

RECENT POSTS

The Economics of HD Voice (0)

AT&T: Turning the Possible Into Reality (3)

comment: Sahil, good points and some of them are significant from such an...

Software Updates: Lessons from iTunes to Improve Customer Experience (1)

comment: The beauty of itunes, on top of the benefits you described, is t...

Voice Over LTE: Balancing Technology Choices with Commercial Imperatives (0)

Four Keys to Implementing 4G Strategies (1)

comment: good

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Wireless service providers around the world are debating their options and grappling with how to fund the costly build-out of 4G wireless networks. The recent announcement of AT&T's acquisition of T-Mobile USA puts an even finer point on the question— how will wireless service providers change the way they operate to better compete in a rapidly consolidating marketplace? Last August I outlined seven key financial and structural options for service providers to fund 4G, each with unique and significant implications for these companies' operational strategies and go-to-market approaches. In this entry, I share my thoughts on how to structure the...

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The recent introduction of white-label branded communications services in the U.S. by major retailers Best Buy and Wal-Mart may mark the first crumbling in an avalanche of change in the wireless industry. While past attempts at creating mobile virtual network operator (MVNO) business models have largely failed, there is good reason to believe that the wireless service providers of tomorrow could look more like these new entrants than today's wireless network owners/operators. The first generation of MVNOs was spawned during an era of regulatory concerns and rapid growth in the wireless industry. They struggled to compete with the very network...

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As wireless service providers anticipate 4G network deployment, many are grappling with how to fund the costly build-out of this latest technology. With the 4G business case still unproven, it's increasingly clear that few can fully afford to overlay existing networks with 4G's higher speeds. Based on discussions with wireless industry leaders around the world, I see seven sources from which wireless operators can potentially fund their 4G habit. The right solution will depend on each operator's starting point, risk tolerance, and business strategy. 1. Organic funding—Following the traditional wireless model, this option funds the build-out of...

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Six Reasons to Believe in Mobile Payments

Recent reports that U.S. mobile leaders AT&T, Verizon, and T-Mobile USA are teaming up to transform mobile phones into payment devices stimulate fascinating visions of what the future of mobile payments might look like. While the outcome of this particular venture is unclear, mobile payments represent an important opportunity for mobile service providers to strengthen and broaden their customer relationships. Here are six reasons to believe that mobile payments may be the next big thing for the wireless industry. 1. Customer intimacy—Unlike credit cards, mobile devices share an intimate association with consumers. Mobile phones hold our contact...

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The recent announcement of the LightSquared nationwide broadband wireless network plan may signal a breakthrough in U.S. wireless history. Financially backed by Harbinger Capital Partners, LightSquared is viewed by some telecom industry pundits and the financial media as a risky bet. Bets aside, LightSquared may well be in the right place at the right time to capitalize on the future of mobile communications. LightSquared plans to construct a nationwide wholesale network that will enable incumbent wireless operators, wireline service providers—and any organization with a consumer relationship, brand, or vision—to offer wireless broadband...

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Who Will Win the Smartphone OS Race?

The highly-charged opening weekend for sales of the iPhone 4 is the latest blow in the smartphone operating system (OS) battle. As Om Malik commented in his widely-read GigaOm blog, "The Android camp is doing its very best to counter what seems like a monster launch from Apple." But are the Apple iOS and the Google Android operating system the only real contenders in the war for the winning OS? In this encounter a clear winner will not be determined by conventional terms. Typical advantages—being first-to-market, having the largest installed customer base and the highest-quality and most-reliable product—have become practically...

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High Tech Industry Leadership for BP in the Gulf Oil Spill Disaster

The ongoing oil spill crisis in the Gulf of Mexico is likely to end up in the history books as one of the world's greatest environmental disasters. Unlike many disasters, however, blame for the accident has fallen squarely on the shoulders of a single company, BP. And, while the company's initial response to the oil spill was led by its CEO, long-time energy company executive Tony Hayward, BP has more recently turned to leadership approaches and lessons learned from the high tech industry to help chart a course through the crisis. As reported in CNN's recent profile of BP's Chairman,...

Questions? Contact Dan Hays, PRTM Director, at dhays@prtm.com

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